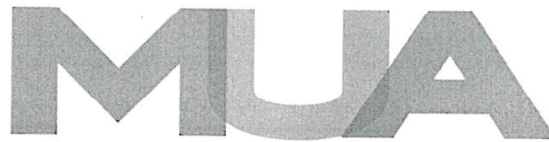


MUA/RASA/EXAM/QP/2014

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 209: STRATEGIC MANAGEMENT

DATE: 4th DECEMBER 2014

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **six (6)** questions.
4. Question **ONE** is compulsory .
5. Answer any other **THREE** questions.
6. Question one carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

UNIQLO'S UNIQUE STRATEGY TO FAST RETAILING

The Uniqlo chain of casual wear stores (operated by Fast Retailing Co.) has its own unique way of doing business. While other department stores, supermarket chains and retailers are struggling with the slumping economy, the chain sees it as an opportunity to differentiate itself from its rivals. While an increasing number of companies are cutting their non regular contract workforce, another unique strategy the company is following is making workers with limited-term contracts into full-time employees.

The secret to good sales at Uniqlo stores is a combination of lower prices and the time it spent in developing products keeping in mind future trends. The company strongly believes that during a recession, only goods that have a good price-quality balance have good sales. The retailer has set a goal of 1 trillion yen sales for the business year ending in August 2010.

REQUIRED:

- a) Briefly describe the strategy that has led to the success of Uniqlo and discuss the advantages of such a strategy. (6 marks)
- b) What is SWOT Analysis? Identify and explain two strengths of Uniqlo. (5 marks)
- c) What is strategic group mapping and how would it be useful to Uniqlo. (5 marks)
- d) Discuss Porter's three generic strategies. (9 marks)

QUESTION TWO

Policies are used to ensure that decisions made are consistent with organization's mission, strategy and tactics. Identify and describe the five ways in which managers achieve short term objectives through the use of policies. (15 marks)

QUESTION THREE

- a) Identify and explain the key responsibilities of the three levels of company's strategy makers in strategy implementation. (9 marks)
- b) Explain three types of control in strategy. (6 marks)

QUESTION FOUR

- a) What considerations must a business entity take in selecting an organizational structure? (7 marks)
- b) Much of the business environment today is dynamic in nature. What does it mean for organizational management and how can the latter go about scanning the environment? (8 marks)

QUESTION FIVE

- a) Explain porter's five forces model of industry analysis. (10 marks)
- b) Write short notes on the following. (5 marks)
 - i. Resource Based view
 - ii. Balanced score card

QUESTION SIX

- a) Briefly describe the role of board of directors in an organization's strategic management. (7 marks)
- b) Detail the relationship between CSR and strategic management. (8 marks)